



WHAT CAN WE LEARN FROM UN WOMEN EVALUATIONS? A meta-analysis of evaluations managed by UN Women in 2016



Independent
Evaluation Office

Cover photo: Sandy Iyen is an artisan, woodworker and entrepreneur from Beirut, Lebanon.
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REPORT

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A meta-analysis of evaluations
managed by UN Women in 2016



NEW YORK, SEPTEMBER 2017

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ACRONYMS

CSO	Civil Society Organization
EVAW	Ending Violence Against Women
GBV	Gender-based Violence
GEEW	Gender Equality and the Empowerment of Women
GERAAS	Global Evaluation Reports Assessment and Analysis System
HDI	Human Development Index
IEO	Independent Evaluation Office
JPGBV	Joint Programme on Prevention of Gender Based Violence
OECD-DAC	Organisation for Economic Co-operation and Development—Development Assistance Committee
RBM	Results-based Management
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNICEF	United Nations Children’s Fund
UN-SWAP	UN System-wide Action Plan on Gender Equality and the Empowerment of Women
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women

FOREWORD

Dear Readers,

As part of its continuous effort to promote learning and accountability, the UN Women Independent Evaluation Office (IEO) undertakes an annual meta-analysis to ensure that the body of evidence produced by corporate and decentralized evaluations are synthesized to help strengthen programming and organizational effectiveness.

This year's meta-analysis contributes to this effort by synthesizing insights and drivers of change from multiple evaluations. The analysis transformed evaluative evidences into accessible knowledge for future systematic strengthening of programming, organizational effectiveness and the evaluation function. The analysis will help contribute to better understanding of the context in which ongoing and new initiatives will be implemented.

We hope you find the synthesis useful to further reflect and feed the learning into future thinking and practices to drive transformative change on gender equality and the empowerment of women.



Inga Sniukaite,

Director a.i., Independent Evaluation Office

A handwritten signature in black ink, appearing to read 'Inga Sniukaite', with a stylized flourish at the end.

EXECUTIVE SUMMARY

The purpose of this report is to aggregate and synthesize information generated from 2016 evaluations and transform it into accessible knowledge for future systematic strengthening of programming, organizational effectiveness and the evaluation function. This is intended to help inform the implementation of the new United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) Strategic Plan 2018-2021.

The meta-analysis was based on 36 evaluation reports independently rated as satisfactory or above according to the United Nations Evaluation Group (UNEG) and UN Women evaluation criteria. It used a process of realist synthesis that built on similar analyses undertaken in 2013 and 2015. In addition to qualitative analysis of evaluation findings, conclusions, recommendations and lessons, the meta-analysis applied a quantitative assessment of development effectiveness based on widely accepted Organisation for Economic Co-operation and Development—Development Assistance Committee (OECD-DAC) specified methods for assessing development effectiveness of multilateral organizations.

Within the results framework of the draft UN Women Strategic Plan 2018-2021, six drivers of change were identified: (1) innovation and technology, (2) alliance-building and movement for change, (3) youth engagement, (4) South-South cooperation, (5) knowledge hub, and (6) evidence, data and statistics. Looking through the lens of the OECD-DAC evaluation criteria for development effectiveness (effectiveness, efficiency, relevance, sustainability and culture of results), this meta-analysis also responded to these drivers of change where there was sufficient evidence to do so.

The analysis finds that UN Women interventions are consistently delivering relevant and effective development contributions towards gender equality outcomes and policy changes, although scope remains for enhancing both efficiency and sustainability. Broadly, evaluations confirmed the decentralized

capacity as central to strengthening UN Women's leadership on gender equality and facilitating meaningful relations and dialogue between diverse stakeholders in improving effectiveness across all country contexts.

Sustainability across UN Women's operational portfolio was found to be mixed, with evidence that achievements are likely to continue increasing when they have been supported through longer programming cycles. In all scenarios, however, using participatory approaches and co-creating interventions supported the development of local assets that enable sustainable development.

There was also new evidence of substantive improvement in results-based management (RBM) systems, while also noting that this area still has the potential for continued improvement in the future. At the country level, evidence and data is an emerging strength for UN Women, but transitioning current examples into a corporate asset is a significant challenge that requires both new systems and work on specific technical areas. While data-orientated projects have made sustainable contributions in the space of a single programme cycle, the sustainability of evidence-based knowledge systems requires longer term commitments.

UN Women's role as a knowledge hub is the centrepiece of its global effectiveness, especially regarding applied knowledge in low-capacity contexts and building knowledge networks everywhere. The regional level is emerging as a strong candidate for organizing this knowledge hub function.

Successful alliance-building is also found to be a long-term endeavour grounded in nurturing social cohesion and local ownership. In this regard, developing national pools of gender equality expertise is seen to be an efficient approach for UN Women, and this needs to be done jointly with other UN (United Nations) entities, particularly in low-capacity contexts.

Finally, examples of innovative programming are found across all of UN Women's operational contexts and impact areas. Extending the use of communications technology is seen by evaluations as central to ensuring this innovation reaches new and previously isolated constituencies.

Future strategies to augment UN Women's existing achievements can include nurturing gender equality expertise in national systems, investing in UN Women's own expertise in resource mobilization and data systems, and deeper integration of programming and coordination through country-level strategic notes.



Outside National League for Democracy Headquarters, Burma April 2012.
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INTRODUCTION

1. INTRODUCTION

KEY MESSAGES

- The purpose of this report is to aggregate and synthesize information generated from 2016 evaluations and transform it into accessible knowledge for future systematic strengthening of programming, organizational effectiveness and the evaluation function. This will also help to inform the implementation of the new UN Women Strategic Plan 2018-2021.
- This meta-analysis was based on 36 evaluation reports independently rated as satisfactory or above according to UNEG quality standards.
- It builds on similar analyses undertaken in 2013 and 2015.

1.1 Background

The purpose and role of evaluation in UN Women is to contribute to learning on best ways to promote gender equality and the empowerment of women (GEEW), enhance UN Women's accountability, and inform decision-making. By providing evidence-based information, evaluation seeks to contribute to UN system knowledge on what works to advance GEEW.

The UN Women Independent Evaluation Office (IEO) provides leadership for the evaluation function throughout the organization. IEO also promotes and contributes to gender responsive evaluation, accountability and evaluative evidence on UN system-wide gender equality results.

Given the decentralized nature of the organization, the majority of the evaluations supported by UN Women are managed at a decentralized level. To address the organizational demands for ensuring good quality and credible evaluations— particularly at the decentralized level—the IEO has designed a Global Evaluation Reports Assessment and Analysis System (GERAAS) consistent with the UNEG Norms and Standards in Evaluation.¹

UN WOMEN'S STRATEGIC DIRECTION

The current UN Women Strategic Plan 2014-2017 was endorsed in September 2013, and a new Strategic Plan

BOX 1.1

Resources for quality evaluation

UNEG. 2016. *Norms and Standards in Evaluation*.

UNEG. 2014. *Integrating Human Rights and Gender Equality in Evaluation [Revised Guidance]*.

UN Women. 2013. *Evaluation Policy*.

UN Women. 2015. *Handbook for Managing Gender Responsive Evaluations*.

UN Women. 2015. *Guidance for Country Portfolio Evaluations*.

2018-2021 is now in the process of finalization. The draft UN Women Strategic Plan 2018-2021 consolidates UN Women's strategic goals: (1) governance and political participation; (2) economic empowerment; (3) ending violence against women (EVAW); and (4) women in peace and security, and humanitarian action. These are commonly referred to as thematic areas, including within this report.

Within the results framework of the draft UN Women Strategic Plan 2018-2021, six drivers of change have been identified: (1) evidence, data and statistics; (2) knowledge hub; (3) alliance-building and movement for change; (4) innovation and technology; (5) South-South cooperation; and (6) youth engagement. Looking through the lens of the OECD-DAC criteria for development effectiveness (relevance, effectiveness, efficiency, sustainability and culture of results), this meta-analysis synthesizes these drivers of change where there is sufficient evidence to do so.

1. UNEG. 2016. *Norms and Standards in Evaluation*.

1.2

Purpose and scope

The purpose of this meta-analysis is to capture the key insights from evaluation reports rated satisfactory or above according to UN Women standards. The findings will be used to inform the implementation of the UN Women Strategic Plan 2018-2021.

The scope of the meta-analysis included 36 corporate and decentralized evaluation reports produced by UN Women in 2016. These covered 52 countries with programme presence; 12 countries with programme presence were included in evaluations in 2016 that were not previously covered. Project and programme evaluations continued to dominate the overall portfolio, although 2016 included two corporate, three global and seven multi-country evaluations. There were also three country portfolio evaluations.

While only reports rated as satisfactory or above in GERAAS were included in the meta-analysis, all 2016 evaluations met or exceeded this standard. The minimum coverage of all Strategic Plan impact areas was 53 per cent of reports (see Table 1). Overall, UN Women evaluations were found to meet the UNEG requirements for the UN System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP) evaluation performance indicator, with an average performance rating of 8.31 (out of a maximum score of 12). This was a significant increase in performance of evaluation reports, with the highest recorded performance for UN Women since tracking of this indicator began.

TABLE 1

Coverage of UN Women impact areas in 2016 evaluation reports

Impact area		Coverage in evaluations
1	Women's political participation	64%
2	Women's economic empowerment	69%
3	EVAW	64%
4	Women, peace and security	58%
5	National planning and budgeting	72%*
6	Normative framework	53%

* Analysis of national planning and budgeting was largely in terms of governance work undertaken as a component of interventions falling under other thematic areas.

Only clearly stated findings, conclusions, recommendations and lessons presented in the evaluation report (as available on the UN Women GATE system, <http://gate.unwomen.org>) were considered.

Insights from the evaluation process that were not documented, and the level of utilization of insights, were outside the scope of this analysis.

1.3

Approach and methodology

The approach of this meta-analysis was consistent with the 2015 UN Women meta-analysis. It consisted of five main stages:

- 1. Identifying evaluation reports to be included in the analysis using the results of the GERAAS meta-evaluation 2016:** Evaluation reports were read and the major findings, conclusions, lessons and recommendations were individually extracted into an Excel database, with each statement linked to the evaluation report from which it was extracted and the labelling of that statement as a “finding”, “conclusion”, “recommendation” or “lesson”.
- 2. Classifying each insight** from a report according to dimensions provided by the UNEG evaluation criteria. Statements were synthesized and coded in Excel.
- 3. Undertaking a qualitative analysis of the main issues** after clustering statements under each classification. Where appropriate, an indication of the frequency of insights was given.
- 4. Undertaking a quantitative assessment** in Excel that analysed the frequency with which evaluation findings referred to positive or negative performance in relation to various aspects of development effectiveness specified by OECD-DAC.
- 5. Conducting a final qualitative analysis of high-level drivers** of UN Women’s performance, areas of innovation and examples of positive practice.

LIMITATIONS

This synthesis relied on the efficacy of the GERAAS quality ratings in order to identify good quality evaluation reports (see limitations on this noted in the accompanying meta-evaluation report). Overall, the meta-analysis found that the four criteria specified by OECD-DAC—as well as a fifth, “culture of results”—were well covered by the body of evaluations (see Table 2). While the methods described by OECD-DAC

require analysis of the whole evaluation portfolio, the weakness of this approach is that the constitution of the evaluation portfolio (i.e., the proportion of corporate, global, regional and country-level evaluations) differs from year to year. Thus, while trends were suggested in this report, the reliability of this comparison has limitations and should only be considered as illustrative.

The qualitative synthesis process attempted to apply structured analysis (by classifying all individual statements from reports). Nevertheless, the process, by its nature, requires judgements to be made on: (1) what the main findings are in a report, (2) how to interpret these findings and their implications, and (3) what combinations of findings from different reports represent a reliable pattern. In recognition of these judgements, the report attempted to be transparent about the prevalence of particular issues and identified where there was a higher or lower degree of certainty in the findings.

This year’s analysis included an additional qualitative assessment of the comparability of the data between years, based on patterns identified in the ratings and subsequent review of the rubric. Some of the criteria and indicators were found to be mostly comparable between years, whereas other criteria and indicators were found to be of very low comparability. For this reason, the meta-analysis excluded detailed tables of indicators and trends in the main body of this report (the full tables are available in Annex 1).

- **Relevance:** Assessed as having good comparability for two of three indicators. The third indicator (on partnerships) is notable for having a low threshold to achieve a “satisfactory” rating (partnerships did not have significant difficulties or divergence).
- **Effectiveness:** Assessed as having good comparability for two of four indicators, but moderate for indicators three and four related to substantial changes and policy influence, both of which are interpreted differently depending on the scope of the evaluations (e.g., global versus

project). Strategic evaluations are more likely to assess interventions that benefit more than a “small number” of people or that make some contribution to national policies.

- **Sustainability:** Assessed as having weak comparability since the indicators imply an operational project perspective of likely continuation and capacity development. Many UN Women 2016 evaluations covered normative and UN coordination interventions, and evaluations thus assessed the results to be sustainable (most 2014-2015 evaluations were operational).
- **Efficiency:** Assessed as having weak comparability due to the rubric rather than the indicators; two of three indicators had a rubric that made comparability across operational, normative and coordination interventions subjective (based on an evaluation’s assessment of costs being appropriate for the outputs reported, and system efficiency being reasonable). Indicator two was considered comparable because it related to completion of activities within the planned time frame.
- **Culture of results (RBM):** Assessed as not being strictly comparable due to insufficient evidence from previous years.



Some of the seven employees of the Jenishkul Bakery which received a grant in 2009 through the UN Women Program – Kyrgyzstan and the Kumtor Operating Company to grow their business.
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FINDINGS

2. FINDINGS OF EVALUATIONS ON UN WOMEN PERFORMANCE

KEY MESSAGES

- Evaluations from 2016 have strong coverage of all the relevant development effectiveness criteria specified by OECD-DAC.
- UN Women interventions are consistently delivering relevant and effective development contributions towards gender equality outcomes and policy changes.
- There is also new evidence of substantive improvement in RBM systems, while sustainability and efficiency have the greatest potential for continued improvement.

2.1

Quantitative findings on development effectiveness

This section presents the findings of the quantified analysis of UN Women development effectiveness using the methods and rubric specified by OECD-DAC.

examines effectiveness at the level of outcomes (both intermediate and high-level) and does not currently include impact evaluations.

Finding 1: UN Women interventions have maintained good performance levels in terms of relevance and effectiveness for development results. There is also new evidence of substantive improvement in RBM systems in 2016, while sustainability and efficiency have the greatest potential for continued improvement.

Since 2013, meta-analyses have quantified the development effectiveness of UN Women according to evaluative evidence.

Table 2 describes the level of evidence available within 2016 evaluation reports for the standard OECD-DAC criteria for development effectiveness (relevance, effectiveness, efficiency, sustainability and culture of results) in addition to a stand-alone criterion on the culture of results. Impact² is not included in the assessment since the UN Women evaluation portfolio

BOX 2.1

Levels of coverage

Based on OECD-DAC guidance, the analysis assessed how well each of the criteria were covered in the 36 evaluations. Coverage could be strong, moderate or weak.

STRONG = Evidence from more than 31 evaluations

MODERATE = Evidence from 15-30 evaluations

WEAK = Evidence from less than 15 evaluations

According to the OECD-DAC method, the level of coverage for each criterion is qualified based on the proportion of reports that included findings that relate to that criterion. The percentage of satisfactory rating is based on what those findings say about UN Women's performance according to the standard rubric presented in Annex 2.

2. Impact is defined here as "long-term changes in people's lives and the realization of women's human rights".

TABLE 2**Coverage and performance of development effectiveness criteria**

Criteria	n*	Coverage level ‡	Satisfactory ratings †	
1	Relevance	36	Strong	95%
2	Effectiveness	35	Strong	97%
3	Sustainability	32	Strong	56%
4	Efficiency	35	Strong	64%
5	Culture of results	34	Strong	76%

* n = Number of evaluations addressing the given sub-criterion.

‡ Strong: n=31-36; moderate: n=15-30; weak: n<15.

† The percentage of satisfactory ratings is based on positive findings about UN Women's performance.

While the OECD-DAC-based quantitative analysis of development effectiveness is not fully conclusive in terms of all performance trends, the 2016 portfolio of evaluations is notable for reflecting a strengthening foundation of evidence about the effectiveness of UN coordination (through the country portfolio evaluations as well as stand-alone evaluations), strong coverage of normative leadership in all thematic areas (with the possible exception of governance), and substantial bodies of regional and global evidence about operational efficiency (including the regional architecture).

RELEVANCE

Finding 2: The relevance of UN Women interventions has been increasingly positive since 2013, with more recent improvements being in improving relationships with partners.

The evaluative findings on the relevance of UN Women interventions have been increasingly positive since tracking began in 2013. The relevance of interventions to the needs of target groups and national policies

was rated highly in 2013 and 2014-2015. Alignment of UN Women interventions to the needs of women and national development goals is a key comparative strength highlighted by previous meta-analyses.

While this has continued to consolidate, in 2016, a substantive improvement in the strength of working relationships between UN Women and its partners was registered. Most evaluations found that partnerships had improved over the period of interventions and avoided negative dynamics: 94 per cent of evaluations found that partnerships were now characterized by the OECD-DAC based definition: *“UN Women has improved the effectiveness of its partnership relationship with partners over time during the evaluation period and that this partnership was effective at the time of the evaluation or was demonstrably improved.”*

A few evaluations found that these partnerships were yet to be strengthened. While there remains scope for improving the results of current partnerships, however, the overall trend is still notably positive.

TABLE 2.1
Evidence on relevance

Criteria and sub-criteria		n*	Coverage 2016 ‡	Satisfactory ratings †
1	Relevance	36	Strong	95%
1.1	Programmes and projects are suited to the needs and/or priorities of the target group.	36	Strong	97%
1.2	Programmes and projects align with national development goals.	36	Strong	94%
1.3	Effective partnerships exist with governments, bilateral and multilateral development and humanitarian organizations, and non-governmental organizations for planning, coordination and implementation of support to advance GEEW	36	Strong	94%

* n = Number of evaluations addressing the given sub-criterion.

‡ Strong: n=31-36; moderate: n=15-30; weak: n<15.

† The percentage of satisfactory ratings is based on positive findings about UN Women's performance.

EFFECTIVENESS

Finding 3: The establishment of decentralized capacity has been central to establishing UN Women's leadership on gender equality. Expanding this leadership role at the country level requires closer integration of UN coordination and operational programming within strategic notes.

Evaluations reveal a modest, but positive, trend in the performance of UN Women interventions in achieving their stated objectives since 2013. The meta-analysis shows that interventions supported by UN Women were satisfactorily delivering the majority of their planned outputs or at least contributed to their most important outcomes.

Several evaluations, including a corporate evaluation, found that UN Women's leadership and management capability has been strengthened through the development of the regional architecture, and that this is essential to maintaining the political will, commitment and leadership at the highest levels toward financing gender equality. Evaluations emphasized continuing

to ensure that UN Women's business model supports collective efforts of multiple stakeholders (including governments, civil society and gender advocates) to ensure accountability and achieve programmatic objectives. For example, a few evaluations emphasized a need within the regional architecture to better align the capacities of country offices with demands for UN Women's support for UN system coordination and gender mainstreaming at the country level.

Four main examples of high-level outcomes were identified in the portfolio of evaluations:

1. Enhancing the **collective capability** of duty bearers at the national and local level to understand, plan for, localize, and monitor actions for GEEW
2. Giving legitimacy to forgotten issues (such as survivors of violence in post-emergency countries) and helping to tip the scales towards recognition by duty bearers including upscaling new ideas and good practices into **institutional and national policy change**

3. Enhancing the symbolic and **strategic voice of civil society organizations (CSOs) and groups of women** through access to resources, self-sufficiency and leadership development
4. Developing **national action plans** for GEEW, including budgeting for the implementation of these plans

The main challenges to achieving these outcomes were found to be limited geographical coverage of projects (due to resource constraints), project durations that are too short to achieve transformational objectives, and factors outside the control of UN Women. Nevertheless, evaluations found that UN Women interventions systematically exceeded OECD-DAC definitions of unsatisfactory coverage, which define this as “*changes in the lives of only a small number of beneficiaries when compared to project or programme targets*”. Given that nearly all interventions are being successful in their own terms, there may be a case for further examining whether more intentionally ambitious programming targets are needed.

Globally, UN Women was recognized by both corporate and regional evaluations as offering leadership in joint

UN advocacy efforts and campaigns, often within the framework of a United Nations Development Assistance Framework (UNDAF) Gender Theme Group at the country level. Once again, this has been strengthened through the regional architecture. Evaluations found evidence to support UN Women prioritizing engagement in strategic dialogue with other UN entities and Member States at all levels to catalyze greater effectiveness for gender equality.

At its best, evaluations found that UN Women’s coordination function has contributed to: regularly bringing the GEEW agenda and key issues to the table in Pakistan; strengthening policy dialogue for gender equality in Ethiopia, including increased visibility for gender in UNDAF and national data systems; and convening partners on GEEW topics to initiate action within and outside the group of UN agencies in Tanzania. To strengthen this, evaluations of the UN coordination function recommend that country offices articulate an overall strategy and approach to UN system coordination in the country office strategic note, while emphasizing how this coordination role can augment results in the identified impact areas.

TABLE 2.2
Evidence on effectiveness

Criteria and sub-criteria	n*	Coverage 2016 ‡	Satisfactory ratings †
2 Achieving development objectives and expected results (effectiveness)	35	Strong	97%
2.1 Programmes and projects achieve their stated objectives and attain expected results.	36	Strong	97%
2.2 Programmes and projects have resulted in positive benefits for target group members.	36	Strong	97%
2.3 Programmes contributed to changes in development policies and programmes (including for disaster preparedness, emergency response and rehabilitation) (policy impacts) and/or to needed system reforms.	35	Strong	97%

* n = Number of evaluations addressing the given sub-criterion.

‡ Strong: n=31-36; moderate: n=15-30; weak: n<15.

† The percentage of satisfactory ratings is based on positive findings about UN Women’s performance.

EFFICIENCY

Finding 4: Evaluations consistently report that UN Women's systems are supporting efficient use of the resources that are currently available to the organization. This represents an improvement over the years.

The main OECD-DAC indicator for efficiency was found to be fulfilled to a satisfactory level in a majority of the evaluations. Many evaluations, at all levels, recognized and validated the high level of efficiency and transparency that UN Women has corporately achieved in its financial management. The improvements in efficiency performance may therefore primarily reflect the maturation of UN Women's regional architecture and its supporting operations systems. At the same time, most UN Women evaluations identified challenges in relation to the timeliness of implementation and follow-up procedures.

According to these evaluations, the priority opportunities for UN Women to strengthen its management are to continue to reinforce the financial management and programme execution capacities of strategic partners. Several strategic evaluations (including regional, global programme and country portfolio evaluations) also recommended the systematization of resource mobilization action planning to address resource gaps in both programming and coordination given the limited Institutional Budget for UN Women. Proposals include recruiting specialized staff dedicated to resource mobilization at the regional and local levels, and establishing an approach to dealing with donors collectively in order to reduce the high transaction costs of meeting requirements for narrative technical and financial monitoring for individual donors.

TABLE 2.3
Evidence on efficiency

Criteria and sub-criteria	n*	Coverage 2016 ‡	Satisfactory ratings †
3 Efficiency	35	Strong	64%
3.1 Programme activities are evaluated as cost/resource efficient.	34	Strong	88%
3.2 Implementation and objectives are achieved on time (given the context).	35	Strong	57%
3.3 Systems and procedures for project/programme implementation and follow up are efficient (including managing its operations and programme, financial resource issues, human resource issues, risk management, coordination, oversight/governance, project/programme design, coordination, logistical arrangements etc.)	35	Strong	46%

* n = Number of evaluations addressing the given sub-criterion.

‡ Strong: n=31-36; moderate: n=15-30; weak: n<15.

† The percentage of satisfactory ratings is based on positive findings about UN Women's performance.

SUSTAINABILITY

Finding 5: Sustainability across UN Women’s operational portfolio was found to be mixed, with evidence that achievements are likely to continue increasing when they have been supported through longer programming cycles.

While pathways to sustainability vary across UN Women’s programmatic contexts, the most promising strategies include the use of participatory approaches, co-creation and longer term commitments. This is particularly the case for knowledge-centred interventions. Given the focus of the 2016 evaluation portfolio on higher-level outcomes (which relate mostly to policy change), evaluations mostly concluded that policy benefits will naturally be continued due to the nature of policy as an instrument of change. While this is sufficient to meet the OECD-DAC rubric, it also highlights a gap in the evaluation evidence base in terms of a need for more rigorous examination of the institutional environment and political economy that supports implementation of policy commitments.

Deeper analysis reveals that pathways to sustainability appear to be varied across contexts. In low capacity environments, commentary on sustainability emphasized the ownership and capacity of government and CSOs. In high capacity contexts, evaluations emphasized the diffusion of the gender equality agenda into a more diverse group

of stakeholders (including knowledge institutions, movements and businesses). At the country level, where evaluations find that “applied knowledge” is a comparative strength of UN Women, it is therefore advantageous for UN Women to prioritize building-up an inclusive national “ecosystem” of gender equality experts and champions (who can support “the movement”).

Since evaluations have largely concluded that the knowledge function is the centrepiece of UN Women’s effectiveness, sustaining this at the country level requires a healthy national pool of gender equality expertise. Building multi-stakeholder and inclusive knowledge networks of gender equality expertise and champions—supported by applied knowledge and data tools—thus offers UN Women both a platform for advancing gender equality (in low capacity contexts) and a pathway to sustainability (in high capacity contexts). In practical terms, UN Women can engage and nurture this ecosystem through co-creating its own programmes and progressively building on the achievements and relationships of previous work. This approach also speaks to UN Women’s ambition of movement building at the national level. The major challenges for sustainability reported by evaluations include continued reliance by government and civil society partners on the external programme funding, the absence of a clear and well-planned exit strategy and the weak organizational capacities of some of the UN Women partner organizations.

TABLE 2.4
Evidence on sustainability

Criteria and sub-criteria	n*	Coverage 2016 ‡	Satisfactory ratings †
4 Sustainability of results/benefits	32	Strong	56%
4.1 Benefits are continuing or likely to continue after project or programme completion.	32	Strong	59%
4.2 Projects and programmes are reported as sustainable in terms of institutional and/or community capacity.	32	Strong	53%

* n = Number of evaluations addressing the given sub-criterion.

‡ Strong: n=31-36; moderate: n=15-30; weak: n<15.

† The percentage of satisfactory ratings is based on positive findings about UN Women’s performance.

RESULTS-BASED MANAGEMENT

Finding 6: Evaluations found a strengthened adequacy of UN Women RBM systems compared to previous years, which largely validates the effectiveness of the work recently done to implement the corporate results management system and the organizational focus on RBM.

The evidence base for RBM indicators was notably weak in previous meta-analyses. However, most evaluations were found to include reference to monitoring and managements systems being satisfactory in the 2016 portfolio. Within these contexts, the meta-analysis found that 79 per cent of evaluations reported that monitoring and reporting systems were at least “*appropriate ... well established and report regularly*” (according to the OECD-DAC rubric), and 74 per cent found that a “RBM system is in place and produces regular reports on programme performance” (according to the OECD-DAC rubric). However, the quality of these systems and the

reports being generated was more mixed. Some evaluations noted that while UN Women has made efforts to streamline the programme performance management framework, resource constraints and incomplete articulation of the programme monitoring strategy meant that this recommendation was only partially achieved. The most promising area for further improvement highlighted by evaluations was strengthening indicators for monitoring human rights based approaches to programming.

The increased coverage of RBM systems noted by evaluations may be due to three effects: (1) the presence of more strategic evaluations in the 2016 portfolio that take a more holistic view of management systems and culture than project-level output evaluations, (2) the strong focus on RBM within UN Women including the global roll-out of the corporate results management system, and (3) the emphasis in previous meta-analyses for the need for more data on RBM feeding through to evaluation terms of reference.

TABLE 2.5
Evidence on results-based management

Criteria and sub-criteria		n*	Coverage 2016 ‡	Satisfactory ratings †
5	Culture of results	34	Strong	76%
5.1	Systems and processes for monitoring and reporting on programme results are effective.	34	Strong	79%
5.2	RBM systems are effective.	34	Strong	74%

* n = Number of evaluations addressing the given sub-criterion.

‡ Strong: n=31-36; moderate: n=15-30; weak: n=<15.

† The percentage of satisfactory ratings is based on positive findings about UN Women’s performance.

2.2

Qualitative findings on strategic drivers of change

This section presents the results of the qualitative synthesis as they relate to the drivers of change in the draft Strategic Plan 2018-2021. Drivers of change have been identified as the “threads” that run throughout UN Women interventions (regardless of thematic area of operational context). They seek to capture how UN Women supports transformative change. This analysis therefore applied a forward-looking approach to inform corporate perspectives as UN Women transitions towards implementation of its new Strategic Plan.

The level of evidence about results inevitably reflects the Strategic Plan 2014-2017 priorities. Most evidence available in evaluations related to the question of effectiveness—27 evaluations covered alliance-building, 10 covered evidence and data, 19 covered the knowledge hub, 2 covered South-South exchange, 11 covered innovation and technology, and 5 covered youth.

BOX 2.2

UN Women drivers of change

- Alliance-building and movement for change
- Evidence, data and statistics
- Innovation and technology
- Knowledge hub
- Youth engagement
- South-South cooperation

The meta-analysis further cross-examined the evidence from evaluations with the Human Development Index (HDI) of the source country to determine patterns in the drivers of change in different contexts. While evidence from evaluations was fairly evenly distributed across contexts of high, medium and low HDI, most of the evidence about efficiency, sustainability and

relevance related to the strategic drivers of alliance-building, data and evidence, and UN Women as a knowledge hub. Evidence about working with men and boys was present only in relation to alliance-building; and evidence about work with youth, and South-South learning remained limited.

EVIDENCE, DATA AND STATISTICS

Insight 1: Evidence and data is an emerging strength for UN Women at the country level, but transitioning current examples into a corporate asset is a significant challenge that requires both new systems and new research tools.

The most substantive evidence for the effectiveness of UN Women’s work with evidence and data is in contexts classified as low HDI. Evaluations recognized the potential and progress of work with national bureaux of statistics in Pakistan³, South Sudan⁴, and Tanzania⁵ around gaps in evidence for decision-making about GEEW policies, especially relating to economic empowerment.

UN Women in Ethiopia supported national data systems with the integration of an ERAW module in the current demographic and health national survey. Inclusion of ERAW indicators in the Ethiopia demographic and health survey implies that there will be automatic generation of data on these indicators every five years, which are credible and internationally comparable, thereby providing the necessary information and evidence for programming, policy interventions and monitoring of progress in the area.

3. UN Women. 2016. *Pakistan End of Term Evaluation of the Project “Towards Gender Equality Women’s Economic Empowerment Home Based Workers, Phase II”* (2012-2015).

4. UN Women. *South Sudan Mid-term Evaluation*.

5. UN Women. *Tanzania Country Portfolio Evaluation*.

In general, however, evaluations found that interventions relating to ERAW and girls had an urgent need for financing to increase and improve quality of evidence. In Uganda⁶, the example was given of difficulty in gauging the extent of the problem of former female abductees due to lack of studies; in Zimbabwe⁷, the need for a future programme on gender-based violence (GBV) to conduct a baseline survey was highlighted; and in Senegal, the absence of national statistical data on GBV was flagged.⁸

Specifically in relation to ERAW and girls, the evaluation of the Pacific Regional ERAW Facility (Pacific Fund) found that improvements made in results-based monitoring were still faced with the challenge that small CSOs working in this area typically lack monitoring and reporting skills. Capacity development for evidence and data is thus an important consideration in grant making for ERAW and girls.

Globally, despite UN Women's successes in using lessons learned from projects to promote evidence-based policy initiatives by government, corporate and regional evaluations found scope to improve UN Women's capabilities with applied data and evidence—with a tendency to emphasize activities and not fully capture the bigger picture of its programmes or mandate as a whole (rather than in each country). However, alongside these limitations in the current data systems, evaluations also found positive instances of emerging strengths in data— noting for example that prior to UN Women's work on the UN-SWAP, the UN system was lacking clearly formulated shared performance standards for GEEW and mechanisms to monitor related UN system progress. These systems are now in place, and reporting on the UN system as a whole.

BOX 2.3

Making the case for investment in data

- Two large-scale evaluations examined the intersection between efficiency and the use of evidence and data, both at the global level and from the perspective of whether or not data has been established as a comparative strength.
- Both evaluations made the case for increasing human resource capacity and financial investment in this area due to the potential return on investment.
- In the case of the final evaluation of the Knowledge Gateway, this related to the chance to improve performance and enhance working practices of a specific intervention—the EmpowerWomen.org website.
- The evaluation of the UN Women-Sida Strategic Partnership Framework found that enhanced sex-disaggregated data for evidence-based advocacy is an important element in strengthening the efficiency and effectiveness of the flexible strategic partnership framework funding support.

6. Uganda Joint Programme on Peace Building and Enhancing Protection Systems

7. UN Women. 2016. *Zimbabwe Mid Term Evaluation of the Joint Programme on Prevention of Gender Based Violence (JPGBV) Against Young Women and Adolescent Girls*.

8. UN Women. 2016. *Senegal Rapport d'évaluation a mi-parcours du projet « Appui à la promotion des filles » PAPDF*.

Insight 2: While interventions focused on building national capabilities to generate and use data can make sustainable contributions in the space of a single programme cycle, interventions that use data to support evidence-based decision-making require longer term commitments to be sustainable.

Evaluations mostly found that building up evidence about sensitive issues in a sustainable way requires consistent investment and the ability to work over the long term. Projects and programmes of a duration less than five years were found to be too short to achieve this. In some cases, evaluations suggested that it may be possible to plan for evidence generation—or capacity development of rights holders to generate evidence—to be transitioned between multiple projects in order to achieve ongoing support.⁹

One regional evaluation, however, found that sustainability was feasible in a four-year time frame for data-related projects. In this example, it was for project contributions to developing a sex-disaggregated database system to inform relevant ministries on policies and regulations that are needed for the effective migration governance in specific labour markets.¹⁰

To increase the benefits and sustainability of data and evidence systems, evaluations recommended three strategies:

1. Translating data and evidence into practical tools for common use relevant to different levels of intervention
2. Disseminating evidence across the UN system in addition to within UN Women
3. Nurturing champions who pass on their experiences and remain engaged despite the closure of projects or turnover in staffing roles

KNOWLEDGE HUB

Insight 3: UN Women's role as a knowledge hub is the centrepiece of its global effectiveness, especially regarding applied knowledge in low-capacity contexts and building knowledge-networks everywhere.

Globally, four major evaluations found that UN Women's role as a knowledge hub is the centrepiece of its expanding effectiveness. The Knowledge Gateway (EmpowerWomen.org) was concluded to have successfully positioned itself as a knowledge hub on women's economic empowerment and has generated positive outcomes and results for its users.¹¹ UN Women, more broadly, was found to have effectively leveraged its expertise to support Member States with technical advice and support for defining targets, financing and implementing arrangements in national action plans for gender equality, and aligning these with national planning and budgeting processes.

Two factors were concluded to be important to expanding on this role in the future: (1) building on the regional architecture and the delegation of authority to establish active and robust learning communities; and (2) mobilization of flexible funding support to UN Women's country and programme presence offices. The flexibility of the Sida strategic partnership framework funding modality was found to have been instrumental in enabling UN Women to function as a knowledge-broker and to develop evidence-based communications.¹²

Knowledge management and brokerage strategies have been used by UN Women across the world. In contexts of high and medium HDI, examples include the elaboration and promotion of the "Latin American investigation protocol model for gender based violent deaths of women"¹³; and increasing the proportion of women receiving financial support for their businesses in Tajikistan.¹⁴

9. UN Women. *AP Final Evaluation of the CEDAW South East Asia Programme Phase II*; UN Women. 2016. *Pakistan End of Term Evaluation of the Project "Towards Gender Equality Women's Economic Empowerment Home Based Workers, Phase II"* (2012-2015); UN Women. *Chile Final Evaluation of the Programme "Strengthening CSOs that promote gender equality 2013-2016"*.

10. UN Women. *APRO Final Evaluation of SDC Funded Part of Regional Programme on Empowering Women Migrant Workers in Asia (Phase III EMMWA: 2012-2015)*.

11. UN Women. *Final Evaluation of the Knowledge Gateway on Women's Economic Empowerment Project*.

12. UN Women. *Evaluation of the Regional Architecture of UN Women*; UN Women. *Evaluation of UN Women Sida Strategic Partnership Framework 2011-17*.

13. UN Women. *LACRO Regional Evaluation on Access to Justice as a Prevention Mechanism to EVAW*.

Development of knowledge management strategies were recommended in several evaluations, with an emphasis on two key considerations: (1) ensuring that knowledge developed and made accessible is intersectional and responsive to region-specific challenges; and (2) adopting a long-term position of transitioning the knowledge hub function for specific thematic areas to regional institutions.

UN Women's comparative strength was found to be applied knowledge, not just knowledge as a public

to defining a mechanism model for the holistic care of GBV survivors in the Central African Republic.

Evidence regarding the knowledge function was particularly apparent in the area of EAW. Across the Asia Pacific region, UN Women was found to have contributed to enhancing: the capacities of relevant government institutions and CSOs to understand violence against women, and the ability to systematically document lessons learned and good practices through the Pacific Fund.¹⁵ Recommendations were made to use a similar combination of knowledge-capacity support in several other countries, including Zimbabwe, Uganda and El Salvador.

BOX 2.4

Latin American investigation protocol model for GBV deaths of women

This protocol has been used in countries such as Ecuador and Brazil as a practical guideline for the corresponding national institutions in the investigation of violent deaths of women from a gender perspective. UN Women offices have promoted and supported these national institutions so that they adapt the protocol to the legislative and institutional context of each country.

Insight 4: The regional level is a promising unit for organizing the knowledge hub function, but it faces some challenges.

The most relevant level for the knowledge function was found by evaluations to be at the regional level. Not only was this found to be "high" enough to serve as an ideal channel for promoting information sharing on lessons learned and best practices among countries, but it is also "close" enough to benefit from relationships of trust that have been cultivated with partners through advocacy and technical and financial assistance. However, a challenge to regional-level knowledge hubs is the contextualization of knowledge for governments operating at the national and sub-national levels. For example, evaluations found that the results of local costing studies to identify important gaps in resource allocation for quality essential services are seen as relevant and influential by several governments. Furthermore, important actions for supporting rights holders include access to information on rights and services in local languages and technical assistance to civil society for strategic advocacy.¹⁶

good, for example, in transforming research insights into practical tools that policymakers can use (see the example of the Latin America protocol above). This has been particularly effective in contexts with low HDI. UN Women's knowledge function and technical assistance has: catalyzed the uncovering of sexual extortion as a new dimension of violence against women in Tanzania, culminated in the establishment of

"UN Women's role as a knowledge hub is the centrepiece of its expanding effectiveness"

the National Transformational Leadership Institute at the University of Juba in South Sudan, and contributed

14. UN Women. *Tajikistan External Evaluation of the UN Women Project for Empowering Abandoned Women from Migrants' Families in Tajikistan*.
15. UN Women. *APRO Leveraging Technical Tools, Evidence and Community Engagement to Advance the Implementation of Laws and Provision of Services to Women Experiencing Violence in South-East Asia*; UN Women. *APRO Mid-Term Evaluation of the Pacific Regional Ending Violence Against Women (EVAW) Facility Fund*.
16. UN Women. *APRO Leveraging Technical Tools, Evidence and Community Engagement to Advance the Implementation of Laws and Provision of Services to Women Experiencing Violence in South-East Asia*; UN Women. *LACRO Evaluación Regional de Acceso a la Justicia como Mecanismo de Prevención para Acabar con las Violencias contra las Mujeres 2011-2016*.

Insight 5: There is scope for UN Women to generate more and better knowledge—including evaluative evidence—on emerging areas identified as strategic drivers of change, especially youth engagement and South-South (and triangular) cooperation.

While evidence is present in the evaluation portfolio for the remaining strategic drivers of change, it is limited in scale and scope. Given that these are emerging areas of focus and that 2016 evaluations are mainly based on evidence from 2015 and the preceding years, the restricted evidence base is to be expected. However, it also highlights the importance of specific efforts to address this knowledge gap in future evaluations.

South-South cooperation

Evidence around the effectiveness, relevance and sustainability of South-South and triangular exchange is still limited in evaluations, although two regional evaluations (in Asia Pacific, and Latin America and the Caribbean) noted examples as innovative practice. Both cases related to platforms and activities centred on the theme of EAW and girls, with one of the regional evaluations concluding that the spirit of South-South exchange has proven to be pivotal in deploying relevant strategies that leverage existing knowledge and innovation.

Youth engagement

Five evaluations explicitly covered the results of UN Women's work with young people, including emerging lessons. Most of this work was centred around social cohesion. In Jordan, at least 300 people (with a specific focus on women and female youth) had use of enhanced social services to address specific social challenges in target communities¹⁷; in Lao People's Democratic Republic, the country's first school-based

manual for engaging students to prevent and respond to violence against women and girls was created¹⁸; and in Kyrgyzstan, the My Safe and Peaceful School approach successfully fostered volunteer activities in the community.¹⁹

A regional evaluation in Asia Pacific found that working with adolescents is an effective approach for initiating change in social norms, including combatting violence against women and girls.²⁰ Country-level evaluations concluded that institutional capacity building of youth education can be an important area to focus on as students become frontline actors for gender equality²¹, and knowledge and skills acquired by students can be used throughout the rest of their lives and can put students on a more successful life trajectory.²²

Several evaluations recommended expanding work with adolescents to transform power relations in schools, families and communities to address manifestations of discrimination, such as early marriage, and to do so by expanding links with the United Nations Children's Fund (UNICEF) in the education sector.²³

ALLIANCE-BUILDING AND THE MOVEMENT FOR CHANGE

Insight 6: Facilitating meaningful relations and dialogue between diverse stakeholders is central to UN Women's effectiveness across all country contexts. Successful alliance-building is a long-term endeavour grounded in nurturing national ecosystems of gender equality expertise, social cohesion and political ownership, and local assets for sustainable development. While interventions are achieving this extensively with governments and women's civil society, evidence of work with the private sector and with men and boys remains limited in scale and scope.

17. UN Women. Jordan: *UN Women Project on Social Cohesion, Service Delivery and Gender Equality*.

18. UN Women. *APRO Leveraging Technical Tools, Evidence and Community Engagement to Advance the Implementation of Laws and Provision of Services to Women Experiencing Violence in South-East Asia*.

19. UN Women. *Kyrgyzstan Final Evaluation of the Building a Constituency for Peace Project*.

20. UN Women. *APRO Leveraging Technical Tools, Evidence and Community Engagement to Advance the Implementation of Laws and Provision of Services to Women Experiencing Violence in South-East Asia*.

21. UN Women. *Bangladesh Reducing Vulnerability of Women Affected by Climate Change through Livelihood Options*.

22. UN Women. *Kyrgyzstan Final Evaluation of the Building a Constituency for Peace Project*.

23. UN Women. *Zimbabwe Mid Term Evaluation of the Joint Programme on Prevention of Gender Based Violence (JPGBV) Against Young Women and Adolescent Girls*; UN Women. *Kyrgyzstan Final Evaluation of the Building a Constituency for Peace Project*.

Across all contexts, UN Women has been effective in bringing different actors together in a way in which information and experience is shared, relationships are built or strengthened, and commitment is built.

“Social cohesion activities are as important, or more important, than technical trainings”

Many evaluations found that the development of successful alliances for GEEW must be seen in terms of decades: it is built on the legacy of work by predecessor entities and the international women’s movement—including in the normative space. This helps to give current convening efforts that build on this legacy unique and continuing relevance.

In contexts of *high and medium HDI*, it was found that social cohesion activities are as important, or more important, than technical trainings to build effective alliances. A successful example of this is in Jordan, where a framework for bringing communities together was used to continue efforts to empower women economically beyond the end of project activities.²⁴ Other examples include Tajikistan, where the formation of self-help groups enabled abandoned women to step into the public space and pursue the legal rights of which they had been made aware²⁵; and Moldova, where UN Women contributed to establishing new relations between the central public authorities and the local public authorities to increase the equity and transparency of state-local transfers.²⁶

By comparison, within *low HDI* contexts, evaluations emphasized alliance-building was more effective when it focused on supporting national and local ownership of the global agenda for human rights and gender equality, including engaging in mainstreaming gender in national policy and development agendas. In one example from Nepal, this included supporting the development partner to also advocate internally to mobilize resources for the programme.²⁷ In low

capacity contexts, the main challenges to effective alliance-building were associated with the short time frames and the limited scale of projects to meet the capacity gaps of partners.

In general, five factors were found to be critical to effective alliance-building:

1. **Working with political systems** on supporting women’s participation and leadership in political processes (including with political parties) using approaches that avoid UN Women becoming caught-up in the actual politics and political issues at stake—for example, through platforms to support rapprochement and improved relations among female elected representatives from different political parties
2. **Creating space for women** in existing community platforms by expanding arrangements with non-traditional partners (both governmental and non-governmental) to involve marginalized women as active participants—supporting the building of strong bridging bonds between marginalized groups and mainstream community members
3. **Facilitating meaningful dialogue** and evidence-based policymaking processes among multiple groups of stakeholders (including both duty bearers and rights holders) at multiple levels of intervention to leverage positive outcomes for citizens more broadly
4. **Establishing strong partnerships with businesses** to identify and address key gender rights risks and impacts associated with business activities
5. Understanding the limitations of UN Women in each context and building on the strengths of earlier programming phases by **engaging stakeholders in all stages** (but especially in the design phase)

24. UN Women. *Jordan: UN Women Project on Social Cohesion, Service Delivery and Gender Equality*.

25. UN Women. *Tajikistan External Evaluation of the UN Women Project for Empowering Abandoned Women from Migrants’ Families in Tajikistan*.

26. UN Women. *Moldova Final Evaluation of the Joint Integrated Local Development Programme (JILD)*.

27. UN Women. *Nepal Final Evaluation of the Project “Strengthening Implementation of the Women, Peace and Security Agenda in Nepal (SIWPSAN)”*.

Policy advocacy

Overall, UN Women alliance-building interventions were most effective where they supported the capacity of indigenous networks of experts from different social partners, rather than emphasizing UN Women's own technical capacity. Several evaluations reported that successful strategies included coaching and mentoring partners, and the use of experienced local consultants across multiple phases of programmes. These strategies have tended to be used more in countries with *high and medium HDI*, where UN Women strategic notes are focused primarily on upstream interventions.

At the policy level, an effective role for UN Women was found to be catalytic programming that promotes the implementation of normative frameworks through **joint work involving both multilateral and civil society actors** (such as through country-level donor coordination groups). In the case of Kyrgyzstan²⁸, this involved supporting informal peacebuilding networks to replicate successful projects and to spread ideas, rather than directly supporting hierarchical structures and institutions. In South Sudan, joint advocacy by UN Women and development partners resulted in the Transitional Constitution instituting affirmative action of a 25 per cent women quota in all spheres and increasing the number of women in the legislature to 35 per cent.²⁹

Support to services

In countries in which services are being supported due to low national capacity, several evaluations highlighted that alliance-building was most efficient when done jointly with other UN entities and/or small numbers of strategic partner institutions. Examples of successful joint capacity development ranged

“Alliance-building interventions were most effective where they supported the capacity of indigenous networks of experts from different social partners”

from women, peace and security joint programming by UN Women and the United Nations Development Programme (UNDP) in Nepal³⁰ to capacity building of the referral pathway for survivors of violence through a joint programme with UNICEF in Zimbabwe.³¹

Effective strategies for mobilizing support, financing and capacity for service provision included: harnessing the existing capacities of government in new ways in Pakistan³², nurturing gender equality advocates and champions in South Sudan³³, and bringing global partnerships for financing gender equality to the country level via work with Benetton in Pakistan³⁴. Multi-stakeholder engagement and harmonization of programming approaches was found to be key to the success of comprehensive service-related interventions, as exemplified in Nepal (with healthcare practitioners, health institutions, law enforcement agencies and government institutions) and in the Central African Republic³⁵.

Working with the private sector

Most evaluations found reductions in, constraints to, or the phasing-out of official development assistance-especially in terms of supporting GEEW. A few evaluations-particularly from Latin America, the Caribbean and China-recommended strengthening alliances with the private sector to address this financing gap. These evaluations concluded that strengthening alliances with the private sector needs to go beyond a focus on addressing the financing gap (a strategy that other UN agencies are also using) and

28. UN Women. *Kyrgyzstan Final Evaluation of the Building a Constituency for Peace Project*.

29. UN Women. *South Sudan Mid Term Evaluation of the Strategic Note*.

30. UN Women. *Nepal Final Evaluation of Localizing Women, Peace and Security Agenda in Central Terai Districts of Nepal Project*.

31. UN Women. 2016. *Zimbabwe Mid Term Evaluation of the Joint Programme on Prevention of Gender Based Violence (JPGBV) Against Young Women and Adolescent Girls*.

32. UN Women. 2016. *Pakistan End of Term Evaluation of the Project “Towards Gender Equality Women’s Economic Empowerment Home Based Workers, Phase II” (2012-2015)*.

33. UN Women. *South Sudan Mid Term Evaluation of the Strategic Note*.

34. UN Women. 2016. *Pakistan End of Term Evaluation of the Project “Towards Gender Equality Women’s Economic Empowerment Home Based Workers, Phase II” (2012-2015)*.

35. UN Women. *CAR Programme d’Appui aux Autorités de Transition en République Centrafricaine*.

aim to open markets to women (including through affirmative action that benefits women in the business environment). Three key lessons learned for UN Women country offices are:

1. Focus on business alliances in market-sectors where women are big customers
2. Work with the best-in-class enterprises in each sector
3. Cooperate closely with local media personalities to drive private sector interest

Working with men and boys

The prevalence of work with men and boys covered by evaluations remains limited in scope and scale, with a few evaluations beginning to call for more specifically designed interventions. Relevant evidence is found mostly in relation to the effectiveness of building alliances with men and boys as agents of change. Most of this evidence is from Africa and Asia.

The available evidence indicates that effective programmes must systematically work with men, religious leaders and other gatekeepers through strategies for structural engagement using tailor-made approaches instead of addressing working with men as a cross-cutting topic. Effective entry points for working with men and boys range from working with selected religious leaders on subjects such as child marriage and gender-based violence in rural areas, to workplace harassment programmes in urban centres. However, 88 per cent of evaluations did not specifically cover work with men and boys, and more evidence is needed to validate the prevalence and effectiveness of UN Women interventions.

Sustaining the achievements of alliances

Most evaluations included evidence on the sustainability of outcomes for women and girls that were achieved by UN Women-supported alliances. The analysis of sustainability, however, was very different in contexts of *high or medium HDI* (associated with

policy interventions) as compared to contexts of *low HDI* (associated with both policy and service-support interventions):

- Policy-level interventions primarily rely on the convergence and strength of national institutions to maintain and implement policy changes beyond the period of support
- Service-support interventions primarily rely on the ownership and capacity (including financing) of duty bearers to maintain services beyond the period of support

At the policy level, several evaluations found that structural changes had successfully been made in terms of relationships and alliances to support policy implementation, but they also found that low levels of mandate and goal alignment between institutions remains a challenge to national-level convergence for common action. In terms of service-support, many evaluations found contributions of UN Women interventions to sustainability had made reasonable progress in terms of securing the *de jure* support of key legal frameworks, but they were hampered in meeting their objectives for *de facto* support of national capacity by limited financing, short time frames, and a need for improved targeting and monitoring mechanisms.

Overall, three positive strategies for supporting the sustainability of alliances for GEEW were identified:

1. Focusing on positive change in peoples' **knowledge, attitudes and practices**
2. Supporting networks across government, civil society, women and communities that enable **fluid and systematic dialogue** between the different stakeholders³⁶
3. Adopting **consultative and participatory approaches** that ensure that partners are not only beneficiaries, but also co-creators and drivers of various initiatives

36. UN Women. *Chile Final Evaluation of the Programme "Strengthening CSOs that promote gender equality 2013-2016"*; UN Women. *APRO Final Evaluation of the CEDAW South East Asia Programme Phase II*.

INNOVATION AND TECHNOLOGY

Insight 7: Examples of innovative programming are found across all of UN Women's operational contexts and impact areas. Extending the use of communications technology is seen by evaluations as central to ensuring this innovation reaches new and previously isolated constituencies.

Innovation was identified by evaluations across the spectrum of different contexts in which UN Women works. At the global level, the website EmpowerWomen.org sits at the intersection of technology and innovation, with the evaluation finding that it has allocated most of its financial resources to implement information technology, communications and outreach activities, as well as research and content development. Over a three-year period, this helped increase the number of registered users by more than 1100 per cent—to a total of 14,437 as of September 2016.³⁷

BOX 2.5

Innovation in UN Women

UN Women works to harness digital solutions to improve the efficiency and effectiveness of all its programmatic activities. This aims to contribute to three strategic areas for women's empowerment:

ENGAGE: Informing and engaging the wider public, including individual women and girls, men and boys, UN Member States, companies and CSOs in action towards gender equality

LEARN: Providing gender advocates and women and girls as rights holders with learning opportunities

CREATE: Creating decent work and facilitating entrepreneurship to provide women with opportunities to earn an income, be more independent and improve their quality of life

Regionally, the Pacific Fund was found to have been designed to encourage innovation and testing of new ideas. Innovation is now a central element considered in the proposal review process and the approach has demonstrated numerous examples of grant recipients that have been able to sustain and expand their work even after grant financing ends.

Programmatically, innovation was found to cut across contexts of high, medium and low HDI. In process innovation was found in relation to developing a national policy on EAW in Cambodia³⁸ and the design of community hearings to help affected women and others assess and present their experiences with disasters in Pakistan.³⁹ Substantive innovation was found in terms of intertwining training on women's rights and training on production and business skills in Latin America and the Caribbean region⁴⁰; the Gender and Child Cell as a cost-effective disaster risk reduction mechanism in Pakistan⁴¹; and support to incarcerated women and girls in Senegal.⁴²

At the same time, some evaluations called for increased efforts to reach specific groups via audio-visual tools, social media and the Internet. This is seen to be a very useful addition to more traditional networking where civil society space is shrinking. One positive example was a well-received documentary produced in Pakistan by Baidarie in collaboration with UN Women titled "The Silver Lining: Integrated Support for Socio-economic Rehabilitation of the Jobless Women Soccer Stitchers in Sialkot."⁴³

Innovative practices were also found by evaluations to cut across thematic areas. For example, UN Women supported gender-responsive budgeting software in pilot areas of Nepal⁴⁴; established a reconstruction framework through "Woye Siifa" meeting places for women

37. UN Women. *Final Evaluation of the Knowledge Gateway on Women's Economic Empowerment Project*.

38. UN Women. *Cambodia Two UN Women Projects: "Strengthening a Participatory, Evidenced Based Formulation of a Comprehensive Action Plan to End Violence Against Girls in Cambodia" and "Implementation of the 2nd Cambodian National Action Plan to Prevent Violence Against Women (2nd NAPVAW)"*.

39. UN Women. *Pakistan Women Leadership and Social Reconstruction Project (July 2014 –June 2016) End Term Evaluation*.

40. UN Women. *Guatemala: Final Evaluation of the Programme "Broadening Economic Opportunities for Rural Women Entrepreneurs in the Latin America and Caribbean Region"*.

41. UN Women. *Pakistan Women Leadership and Social Reconstruction Project (July 2014 –June 2016) End Term Evaluation*.

42. UN Women. *Senegal Rapport d'évaluation a mi-parcours du projet « Appui à la promotion des droits des femmes et des filles » PAPDFF*.

43. UN Women. 2016. *Pakistan End of Term Evaluation of the Project "Towards Gender Equality Women's Economic Empowerment Home Based Workers, Phase II" (2012-2015)*.

44. UN Women. *Nepal Final Evaluation of Localizing Women, Peace And Security Agenda in Central Terai Districts of Nepal Project*.

to play a role in conflict resolution in Mali⁴⁵; and were associated with an innovative methodology to measure social norms around GBV with UNICEF Innocenti Research Centre, University of Edinburgh, and Women’s University in Africa in Zimbabwe.⁴⁶

“Some evaluations called for increased efforts to reach specific groups via audio-visual tools, social media, and the Internet”

BOX 2.6

Process innovation

Examples of process innovation in Cambodia and Pakistan were notable for introducing inclusive and democratic consultation with people normally excluded from policy formulation in their contexts. In the case of the second Cambodia National Action Plan for Violence Against Women, UN Women facilitated an extended formulation process that fostered collaboration between government and civil society, built the capacity of rights holders and duty bearers, and included the needs of “women at increased risk”. This process overcame many of the shortfalls in the previous version of the Action Plan.

45. UN Women. *Mali Rapport Final d’Evaluation du Programme Global « Femmes, Paix et Sécurité »*.

46. UN Women. 2016. *Zimbabwe Mid Term Evaluation of the Joint Programme on Prevention of Gender Based Violence (JPGBV) Against Young Women and Adolescent Girls*.



Rural women from around Efate gather together to celebrate the International Day of Rural Women at Erakor Village in October 2016.
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CONCLUSIONS

3. CONCLUSIONS

The following conclusions have been developed by independent analysis of the findings based on UNEG criteria.

DEVELOPMENT EFFECTIVENESS

Conclusion 1: While individual interventions vary in effectiveness, UN Women is consistently and effectively contributing to development outcomes, national policies and the needs of women. Overall, UN Women's development effectiveness is being driven by its strategic planning processes, the relevance of its interventions, and its efficiency in using limited resources. Future strategies to augment UN Women's existing achievements can include nurturing gender equality expertise in national systems, investing in UN Women's own expertise in resource mobilization and data systems, and deeper integration of programming and coordination through country-level strategic notes.

Evaluations reveal a continuing positive trend since 2013 in the performance of UN Women interventions in achieving their stated objectives. The meta-analysis shows that UN Women supported interventions were satisfactorily delivering the majority of their planned outputs or at least contributed to their most important outcomes. UN Women programming processes have also demonstrated a consistent capacity to design interventions that are found to be relevant to the needs of women and girls and to national policy goals.

The main challenges to achieving transformational outcomes with interventions were found to be limited geographical coverage (due to resource constraints) and short project durations. However, comparison of data across years suggests that the sum of individual UN Women interventions, particularly at the country level, are contributing to policies, capacities, discourse and plans that can successfully advance national development goals. Overall, therefore, the body of evaluation evidence indicates a high level of effectiveness for UN Women strategic planning processes.

Continuing to strengthen strategic planning processes at the country level requires greater convergence between interventions and better integration of UN coordination with strategic impact

areas in country strategic notes, including allocating sufficient resources to this function. Evaluations highlight both the challenges of leveraging strategic outcomes through individual interventions (due to temporal and coverage constraints) and the potential of the combined effects of multiple interventions to effectively contribute to development outcomes. This strongly emphasizes the need for strong convergence of interventions within strategic planning processes, particularly at the country level.

Evaluations consistently report that UN Women's systems are supporting efficient use of the resources that are currently available to the organization. Given constraints in the overall levels of resourcing, programming has been found to be particularly efficient where it is able to engage and develop national ecosystems of gender equality expertise to supplement UN Women's own capacity. At the same time, most UN Women evaluations identified challenges in relation to the timeliness of implementation and follow-up procedures. Given constraints in the overall levels of resourcing, the priorities for UN Women to strengthen its efficiency include continuing to reinforce the financial management capacities of strategic partners, avoiding delays in fund disbursement and supporting national partners to execute programmes on time.

Throughout the portfolio of evaluations, the case is made for augmenting UN Women's effectiveness further by adding two sets of expertise that are seen to offer a high return on investment: (1) specialist fundraising expertise to diversify and amplify resource mobilization throughout the regional architecture; and 2) specialist information technology expertise to amplify UN Women's emerging strengths in knowledge and evidence. While the funding environment is acknowledged by evaluations as being constrained and not amenable to new human resources, these two specific sets of expertise are identified as being in short supply and as having strong potential for making a high return on investment.

EVIDENCE, DATA AND STATISTICS

Conclusion 2: Interventions focused on building national capabilities to generate and use data are an emerging strength for UN Women at the country level. While these efforts have not yet been fully consolidated into a defining corporate asset, the forthcoming strategic plan proposes to address this need. However, more and better evidence is also needed—including evaluative evidence—in respect to working with youth, men and boys, and on South-South cooperation.

A strong thread of evidence was found in the portfolio of 2016 evaluations to conclude that UN Women is supporting effective strengthening of data and statistic capacity, particularly at the country level.⁴⁷ To support this work, country and regional offices are occasionally having to find new ways to undertake research and collect data on sensitive issues, particularly concerning ERAW. Evaluations also find that leveraging data and statistics into evidence-based decision-making is a challenging proposition that takes much longer support to ensure sustainability with national institutions. The meta-analysis notes that consolidating work on data-systems and evidence-based policymaking, along with experience in supporting national statistical capacity, is intended to be a focus area under the draft Strategic Plan; evidence from 2016 evaluations indicate that there is a large scope for this strategy to yield results.

Prioritizing the consolidation of data gathering, management and analysis systems as corporate assets will thus help to maximize UN Women's existing and future impact. Evaluations strongly make the case for data, statistics and evidence as a key pillar of UN Women current and future effectiveness—and the ability to aggregate, manipulate and make this evidence available is an important asset that needs to be invested in at the corporate level. Alongside building up specialist data and knowledge management capabilities and systems, evaluations also highlight the need to step outside current means of convening and coordinating UN Women's

traditional constituencies. There is a strong case for UN Women to continue to prioritize innovation in the use of communications technology (including through social media) to reach out with evidence to new audiences.

KNOWLEDGE HUB

Conclusion 3: UN Women's role as a knowledge hub at the country, regional and global level is emerging as the centrepiece of its current and future effectiveness in advancing GEEW.

Whereas previous years' evaluations emphasized the potential for UN Women to advance change through its role as a knowledge actor at the country level, the portfolio of 2016 evaluations reveal the centrality of the knowledge hub to UN Women's global and regional effectiveness. The combined evidence from evaluations also indicates how this role can best be realized at each level of the organization:

- At the **country level**, by building multi-stakeholder and inclusive knowledge networks of gender equality expertise and champions supported by applied knowledge and data tools (jointly with other UN entities in low capacity contexts)
- At the **regional level**, by hosting international and thematic knowledge hubs with selected partner institutions, supporting cross-country exchange while remaining grounded in understanding of the context and maintaining relationships of trust with stakeholders
- At the **corporate level**, by building up specialist data and knowledge management capabilities and systems, and extending the effective use of information and communication technologies to reach new, marginalized and vulnerable groups (including young people, rural communities, and civil society working in shirking environments)

47. While UN Women also provides substantial support to research and data at the global level, this was not explicitly covered by 2016 evaluations.

Thematic and cross-cutting knowledge hubs appear to be best situated at the regional level, especially where they can be co-hosted with other regional or global institutions. Evaluations confirm that regional level exchange of knowledge offers the dual benefits of cross-border exchange and contextualization. Regional evaluations, in particular, have highlighted UN Women's relevance and contribution through facilitating knowledge exchange at this level as a complement to global facilitates such as the Knowledge Gateway. The challenge to this approach is one of sustainability—identifying suitable institutional partners operating at the same level for whom it would be feasible to host the knowledge function over the long term. In some cases, UN Women may need to specifically nurture or even initiate such institutions; ideally, however, the knowledge function is co-hosted (where possible) with a strategic regional partner from the outset.

ALLIANCE-BUILDING

Conclusion 4: Facilitating meaningful relations and dialogue between diverse stakeholders is central to UN Women's effectiveness across all country contexts. Partnerships are the area with greatest potential for enhancing the relevance of UN Women interventions, with a strong case for leveraging recent successes in improving partnership relationships to build greater effectiveness.

The 2016 portfolio of evaluations reported a significantly improved level of relevance of UN Women's partnerships in terms of positive relationships between partners. Complementing these partnerships with national pools of gender equality expertise was found to be an efficient approach for UN Women. Particularly in low capacity contexts, this needs to be done jointly with other UN entities.

Overall, successful alliance-building was found to be a long-term endeavour grounded in nurturing social cohesion and local ownership. Using participatory approaches and co-creating interventions also supports the development of local assets that enable sustainable development. To support more effective alliances, evaluations highlighted a number of relevant lessons relating to each of the impact areas proposed for the UN Women Strategic Plan 2018-2021:

Lesson 1: Governance and participation. UN Women's strength is in facilitating meaningful dialogue and evidence-based policymaking processes among multiple groups of stakeholders. Thematic evaluations emphasized the importance of augmenting this with dedicated platforms to support engagement between elected representatives from different political parties to find common cause on GEEW.

Lesson 2: Economic empowerment. In contexts of high and medium HDI, evaluations emphasized the value of developing strong outreach and partnerships with private sector businesses to identify and address key gender rights risks and impacts associated with their business activities.

Lesson 3: ERAW and girls. Evaluations emphasized the importance of investing in innovation to support new and better data on the scale, prevalence and patterns of violence against women and girls. This can include both technical research methods and approaches to policy advocacy in what is often found to be a politically sensitive area.

Lesson 4: Peace and security and humanitarian issues. Evaluations found that creating space in community platforms for marginalized women to actively participate is central to building strong bonds between marginalized groups and mainstream community members. Working with informal peacebuilding networks instead of traditional hierarchical structures and institutions to achieve this can help to mitigate the power imbalances that enable discrimination.

INNOVATION

Conclusion 5: While evaluative evidence on UN Women digital innovation strategies (engage, learn, create) is not yet available, evaluations do highlight the effectiveness of innovating traditional processes to enhance participation, co-creation and social cohesion. Furthermore, they highlight a need for more evaluation evidence about innovative approaches to working with specific constituencies, especially youth, and men and boys.

Country-level evidence suggests that significant scope remains for nurturing innovation in traditional processes (such as policy development) to promote social cohesion and local ownership. These aspects were found to be equally, if not more, important as capacity development. Both aspects take time to achieve successfully, and successful examples had to find context-specific ways to overcome institutional or governance barriers.

Analysis of work on adolescents and youth, and men and boys, reveals a small but growing set of evaluative evidence about reaching out to these constituencies. In general, work with these groups appears to be limited in scope and scale, and most often treated as a

cross-cutting consideration rather than benefiting from specifically designed interventions. Alongside the new digital innovation strategy, both these areas of work require more evidence to both inform and assess future innovations. In particular, greater emphasis will be needed in the commissioning of future evaluations to build the evidence base about what are the most relevant innovations in working with these constituencies.

Expanded evaluation frameworks could gather more and better evidence on how UN Women best innovates its digital strategies work with youth, and alliances with men and boys. The 2015 meta-analysis recommended to “expand evaluation to include better data on issues with low coverage in current evidence”, highlighting a need for more strategic (corporate, regional and country portfolio) evaluations. The 2016 meta-evaluation and analysis reflect a considerable increase in the level and coverage of strategic evaluations, and consequentially there is substantially more evidence on issues such as the UN coordination function and organizational systems and structures. Looking forward, the portfolio of evaluations from 2016 suggests that additional emphasis is required in evaluation terms of reference to ensure that more and better evidence is collected on digital innovation and innovations in programming on both youth engagement and work with men and boys.

ANNEXES

ANNEX 1

Coverage and summary of results for criteria and sub-criteria

Criteria and sub-criteria		n*	Coverage 2016 ‡	Comparability ⁴⁸	Satisfactory ratings †		
					2013	2014-2015	2016
1	Relevance	36	Strong	Strong	80%	87%	95%
1.1	Programmes and projects are suited to the needs and/or priorities of the target group.	36	Strong	Yes	86%	95%	97%
1.2	Programmes and projects align with national development goals.	36	Strong	Yes	100%	100%	94%
1.3	Effective partnerships exist with governments, bilateral and multilateral development and humanitarian organizations, and non-governmental organizations for planning, coordination and implementation of support to advance GEEW	36	Strong	Yes	55%	72%	94%
2	Achieving development objectives and expected results (effectiveness)	35	Strong	moderate	89%	65%	97%
2.1	Programmes and projects achieve their stated objectives and attain expected results.	36	Strong	Yes	90%	88%	97%
2.2	Programmes and projects have resulted in positive benefits for target group members.	36	Strong	Yes	89%	65%	97%
2.3	Programmes contributed to changes in development policies and programmes (including for disaster preparedness, emergency response and rehabilitation) (policy impacts) and/or to needed system reforms.	35	Strong	No	75%	37%	-*
2.4	Programmes contributed to significant changes in development policies and programmes (including for disaster preparedness, emergency response and rehabilitation) (policy impacts) and/or to needed system reforms.	35	Strong	No	100%	70%	97%

48. While trends are suggested, the reliability of this comparison has limitations, and should only be considered as illustrative. This is mainly due to the varied constitution of the evaluation portfolio from year to year (i.e., the proportion of corporate, global, regional and country-level evaluations).

Criteria and sub-criteria		n*	Coverage 2016 ‡	Comparability	Satisfactory ratings †		
					2013	2014-2015	2016
3	Efficiency	35	Strong	Low	63%	50%	64%
3.1	Programme activities are evaluated as cost/resource efficient.	34	Strong	No	71%	53%	88%
3.2	Implementation and objectives are achieved on time (given the context).	35	Strong	Yes	-	44%	57%
3.3	Systems and procedures for project/programme implementation and follow up are efficient (including managing its operations and programme, financial resource issues, human resource issues, risk management, coordination, oversight/governance, project/programme design, coordination, logistical arrangements etc.)	35	Strong	No	55%	61%	46%
4	Sustainability of results/benefits	32	Strong	Low	28%	59%	56%
4.1	Benefits are continuing or likely to continue after project or programme completion.	32	Strong	No	-	64%	59%
4.2	Projects and programmes are reported as sustainable in terms of institutional and/or community capacity.	32	Strong	No	28%	66%	53%
5	Culture of results	34	Strong	Low	25%	33%	76%
5.1	Systems and processes for monitoring and reporting on programme results are effective.	34	Strong	No	33%	32%	79%
5.2	RBM systems are effective.	34	Strong	No	16%	33%	74%

* n = Number of evaluations addressing the given sub-criterion.

‡ Strong: n=31-36; moderate: n=15-30; weak: n=<15.

† The percentage of satisfactory ratings is based on positive findings about UN Women's performance.

ANNEX 2

Evaluations completed in 2016

Country	Evaluation title	UN-SWAP	GERAAS
1	Bangladesh Final Evaluation of Gender and Climate Change Project	Meets requirements	Satisfactory
2	Cambodia Final Evaluation of EAW Programme	Meets requirements	Very good
3	China Mid-term Evaluation of the China Gender Fund	Approaching requirements	Good
4	Regional Office for Asia and the Pacific (Thailand) Final Evaluation of Regional Programme on Improving Women's Human Rights in South East Asia—CEDAW SEAP	Meets requirements	Good
5	Regional Office for Asia and the Pacific (Thailand) Final Evaluation of SDC Funded Part of Regional Programme on Empowering Women Migrant Workers in Asia (Phase III EWMWA 2012-2015)	Meets requirements	Good
6	Regional Office for Asia and the Pacific (Thailand) Endline Evaluation Report Leveraging Technical Tools, Evidence and Community Engagement to Advance the Implementation of Laws and Provision of Services to Women Experiencing Violence in South-East Asia	Approaching requirements	Good
7	Pakistan End of Term Evaluation of the Project "Towards Gender Equality Women's Economic Empowerment Home Based Workers, Phase II" (2012-2015)	Meets requirements	Very good
8	Pakistan Women Leadership and Social Reconstruction Programme	Meets requirements	Good
9	Multi-Country Office for the Pacific (Fiji) Mid Term Evaluation of Pacific Regional EAW Facility Fund	Meets requirements	Satisfactory
10	Nepal Final Evaluation of the "Strengthening Implementation of Women, Peace and Security Agenda in Nepal" (SIWPSAIN) Project	Meets requirements	Very good
11	Nepal Final Evaluation of the "Localizing Women, Peace and Security Agenda in Central Terai Districts of Nepal" (GPI-CT)	Approaching requirements	Satisfactory
12	Ethiopia Country Portfolio Evaluation at End of Ethiopia SN 2014/2015-2016	Meets requirements	Very good
13	Tanzania Country Portfolio Evaluation	Meets requirements	Good
14	South Sudan Mid-term Evaluation of UNW South Sudan Strategic Note 2014-2016	Meets requirements	Very good
15	Uganda Peace Building and Enhancing Protection Systems (Gender Promotion Initiative) Final Evaluation	Meets requirements	Good
16	Zimbabwe Mid Term Evaluation of the Joint Programme on Prevention of Gender Based Violence (JPGBV) Against Young Women and Adolescent Girls	Meets requirements	Good
17	Guatemala Final Evaluation of the Programme "Broadening Economic Opportunities for Rural Women Entrepreneurs in the Latin America and Caribbean Region"	Meets requirements	Very good
18	Regional Office for Americas and the Caribbean (Panama) Regional Evaluation on Access to Justice as a Prevention Mechanism to EAW	Meets requirements	Very good

Country	Evaluation title	UN-SWAP	GERAAS	
19	Chile	Final Evaluation of the Programme "Strengthening CSOs that Promote Gender Equality in Chile 2013-2016"	Approaching requirements	Satisfactory
20	El Salvador	Evaluation of the Basque Project: Women and Local Policies in Favour of Gender Equality	Meets requirements	Good
21	Regional Office for Europe and Central Asia (Turkey)	UN Women's Contribution to UN Coordination on GEEW in ECA	Exceeds requirements	Very good
22	Moldova	Joint Integrated Local Development Programme Evaluation	Approaching requirements	Good
23	Multi-Country Office for Central Asia (Kazakhstan)	Final Evaluation of the UN Women Project Empowering Abandoned Women from Migrants Families in Tajikistan	Meets requirements	Good
24	Kyrgyzstan (CO)	Evaluation of PBF Project "Building a Constituency for Peace"	Exceeds requirements	Good
25	Regional Office for Arab States (Egypt)	Thematic Evaluation on Women's Political Participation	Meets requirements	Good
26	Jordan	Promoting Social Cohesion through Women's Economic Empowerment and Protection Initiatives in Irbid and Zarqa	Meets requirements	Good
27	Senegal	Final Evaluation of the Project « D'appui à la Promotion des Droits des Femmes et des Filles (PAPDF) » [Support to the Promotion of Women's and Girl's Rights] with the Ministry of Justice	Approaching requirements	Satisfactory
28	West and Central Africa Regional Office (WCARO)	Thematic Evaluation on Women's Leadership and Political Participation (2011-2015)	Approaching requirements	Satisfactory
29	Senegal	Evaluation Finale du Projet de « Renforcement des Capacités des Femmes Parlementaires pour une Application Effective des Engagements sur l'égalité des Sexes »	Meets requirements	Very good
30	Mali	Women Leadership and Participation in Peace Security and Humanitarian Action Final Evaluation	Approaching requirements	Good
31	Mali	Support to Women/Girls Affected by Conflict and Participation of Women in the Process of Consolidation of Peace Midterm Evaluation	Approaching requirements	Good
32	Corporate Evaluation on Coordination	UN Women Contribution to the United Nations System Coordination	Exceeds requirements	Very good
33	Corporate Evaluation on Regional Architecture	Corporate Evaluation on Regional Architecture	Meets requirements	Very good
34	Policy Division	Final Evaluation of the Knowledge Gateway on Women's Economic Empowerment Project (Empower Women)	Meets requirements	Very good
35	Policy Division	Financing for Gender Equality	Approaching requirements	Good
36	Programme Division	UN Women Sida Strategic Partnership Framework 2011-2016	Approaching requirements	Good

ANNEX 3

Guide to classifying evaluation findings

The following classifications guide is based on the OECD-DAC development effectiveness review methods with indicators adapted to UN Women. The approach and methodology has been used by UN Women to synthesize evaluative evidence and insights from evaluation reports rated satisfactory and above

Criteria	(1) Highly unsatisfactory	(2) Unsatisfactory	(3) Satisfactory	(4) Highly satisfactory
1. Relevance				
1.1 UN Women supported programmes and projects are suited to the needs and/or priorities of the target group.	Substantial elements of programme or project activities and outputs were unsuited to the needs and priorities of the target group.	No systematic analysis of target group needs and priorities took place during the design phase of developmental or relief and rehabilitation programming, or there is some evident mismatch between programme and project activities and outputs and the needs and priorities of the target group.	UN Women supported activity, programme or project is designed taking into account the needs of the target group as identified through a process of situation or problem analysis (including needs assessment for relief operations) and the resulting activities are designed to meet the needs of the target group.	UN Women supported programmes and projects are suited to the needs and/or priorities of the target group.
1.2 UN Women supported development projects and programmes align with national development goals.	Significant elements of UN Women supported development programme and project activity run counter to national development priorities with a resulting loss of effectiveness.	<u>A significant portion</u> (one-fourth or more) of the UN Women programmes and projects are not aligned with national plans and priorities, but there is no evidence that they run counter to those priorities.	<u>Most</u> UN Women supported development programmes and projects are aligned with national plans and priorities as expressed in national poverty eradication and sector plans and priorities.	UN Women supported development projects and programmes fully align with national development goals.
1.3 UN Women has developed an effective partnership with governments, bilateral and multilateral development and humanitarian organizations and NGOs for planning, coordination and implementation of support to development and/or emergency preparedness, humanitarian relief and rehabilitation efforts.	UN Women experiences significant divergence in priorities from those of its partners (government, UN agencies, NGO or donor) and lacks a strategy or plan that will credibly address the divergence and should result in strengthened partnership over time.	UN Women has experienced significant difficulties in developing an effective relationship with partners and there has been significant divergence in the priorities of UN Women and its partners.	UN Women has improved the effectiveness of its partnership relationship with partners over time during the evaluation period and this partnership was effective at the time of the evaluation or was demonstrably improved.	UN Women has developed an effective partnership with governments, UN agencies, bilateral and multilateral development and humanitarian organizations and NGOs for planning, coordination and implementation of support to development and/or emergency preparedness, and humanitarian relief.

Criteria	(1) Highly unsatisfactory	(2) Unsatisfactory	(3) Satisfactory	(4) Highly satisfactory
2. Effectiveness				
2.1 UN Women supported programmes and projects achieve their stated development objectives and attain expected results.	Less than half of stated output and outcome objectives have been achieved, including one or more very important output and/or outcome level objectives.	Half or less than half of stated output and outcome level objectives are achieved.	UN Women supported programmes and projects either achieve at least a majority of stated output and outcome objectives (more than 50 per cent if stated) or the most important of stated output and outcome objectives are achieved.	UN Women supported programmes and projects achieve all or almost all significant development and/or humanitarian objectives at the output and outcome level.
2.2 UN Women supported programmes and projects have resulted in positive benefits for target group members.	Problems in the design or delivery of UN Women supported activities mean that expected positive benefits for target group members have not occurred or are unlikely to occur.	UN Women supported projects and programmes result in no or very few positive changes experienced by target group members. These benefits may include the avoidance or reduction of negative effects of a sudden onset or protracted emergency.	UN Women supported projects and programmes have resulted in positive changes experienced by target group members (at the individual, household or community level). These benefits may include the avoidance or reduction of negative effects of a sudden onset or protracted emergency.	UN Women supported projects and programmes have contributed to positive changes in the lives of substantial numbers of beneficiaries. Further, they have contributed to the achievement of specific national development goals or have contributed to meeting development and humanitarian relief objectives agreed to with the national government and/or national and international development and relief organizations.
2.3 UN Women programmes and projects made differences for a substantial number of beneficiaries and, where appropriate, contributed to national development goals.	UN Women supported projects and programmes have not contributed to positive changes in the lives of beneficiaries as measured quantitatively or qualitatively.	UN Women supported projects and programmes have contributed to positive changes in the lives of only a small number of beneficiaries (when compared to project or programme targets and local or national goals if established).	UN Women supported projects and programmes have contributed to positive changes in the lives of substantial numbers of beneficiaries as measured quantitatively or qualitatively.	UN Women supported projects and programmes have contributed to positive changes in the lives of substantial numbers of beneficiaries. Further, they have contributed to the achievement of specific national development goals or have contributed to meeting development and humanitarian relief objectives agreed to with the national government and/or national and international development and relief organizations.

Criteria	(1) Highly unsatisfactory	(2) Unsatisfactory	(3) Satisfactory	(4) Highly satisfactory
2.4 UN Women activities contributed to significant changes in national development policies and programmes (including for disaster preparedness, emergency response and rehabilitation) (policy impacts) and/or to needed system reforms.	National policies and programmes in a given sector or area of development (including disaster preparedness, emergency response and rehabilitation) were deficient and required strengthening, but UN Women activities have not addressed these deficiencies.	UN Women activities have not made a significant contribution to the development of national policies and programmes in a given sector or area of development, disaster preparedness, emergency response or rehabilitation.	UN Women activities have made a substantial contribution to either re-orienting or sustaining effective national policies or programmes in a given sector or area of development disaster preparedness, emergency response or rehabilitation.	UN Women activities have made a substantial contribution to either re-orienting or sustaining effective national policies or programmes in a given sector or area of development disaster preparedness, emergency response or rehabilitation. Further, the supported policies and programme implementation modalities are expected to result in improved positive impacts for target group members.

3. Efficiency

3.1 Programme activities are evaluated as cost/resource efficient.	Credible information indicating that UN Women supported programmes and projects are not cost/resource efficient.	UN Women supported programmes and projects under evaluation do not have credible, reliable information on the costs of activities and inputs and therefore the evaluation is not able to report on cost/resource efficiency, or UN Women supported programmes and projects under evaluation present mixed findings on the cost/resource efficiency of the inputs.	Level of programme outputs achieved when compared to the cost of programme activities and inputs are appropriate even when the programme design process did not directly consider alternative programme delivery methods and their associated costs.	UN Women supported programmes and projects are designed to include activities and inputs that produce outputs in the most cost/resource efficient manner available at the time.
3.2 Evaluation indicates implementation and objectives are achieved on time (given the context, in the case of humanitarian programming).	Less than half of stated output and outcome level objectives of UN Women supported programmes and projects are achieved on time. There is no credible plan or legitimate explanation found by the evaluation that would suggest significant improvement in on-time objectives achievement in the future.	Less than half of stated output and outcome level objectives of UN Women supported programmes and projects are achieved on time, but the programme or project design has been adjusted to take account of difficulties encountered and can be expected to improve the pace of objectives achievement in the future. In the case of humanitarian programming, there was a legitimate explanation for the delays.	More than half of stated output and outcome level objectives of UN Women supported programmes and projects are achieved on time, and this level is appropriate to the context faced by the programme during implementation, particularly for humanitarian programming.	Nearly all stated output and outcome level objectives of UN Women supported programmes and projects are achieved on time or, in the case of humanitarian programming, a legitimate explanation for delays in the achievement of some outputs/outcomes is provided.

Criteria	(1) Highly unsatisfactory	(2) Unsatisfactory	(3) Satisfactory	(4) Highly satisfactory
3.3 Evaluation indicates that UN Women systems and procedures for project/programme implementation and follow up are efficient (including systems for engaging staff, procuring project inputs, disbursing payment, logistical arrangements, etc.)	There are serious deficiencies in UN Women systems and procedures for project/programme implementation that result in significant delays in project start-up, implementation or completion and/ or significant cost increases.	There are some deficiencies in UN Women systems and procedures for project/programme implementation, but there is no indication that these have contributed to delays in achieving project/ programme objectives.	UN Women systems and procedures for project implementation are reasonably efficient and have not resulted in significant delays or increased costs.	Efficiency of agency systems and procedures for project implementation represent an important organizational strength in the implementation of the programme under evaluation.
4. Sustainability				
4.1 Benefits are continuing or likely to continue after project or programme completion or there are effective measures to link the humanitarian to longer term developmental results.	There is a very low probability that the programme/ project will result in continued intended benefits for the target group after project completion.	There is a low probability that the programme/ project will result in continued benefits for the target group after completion.	It is likely that the programme or project will result in continued benefits for the target group after completion.	It is highly likely that the programme or project will result in continued benefits for the target group after completion. Further, they are likely to succeed in securing continuing benefits for target group members.
4.2 The extent to which UN Women supported projects and programmes are reported as sustainable in terms of institutional and/or community capacity.	The design of UN Women supported programmes and projects failed to address the need to strengthen institutional and/or community capacity as required. In the case of humanitarian operations, the design of programmes and projects failed to take account of identified needs to strengthen local capacities for delivery of relief operations and/or for managing the transition to rehabilitation and/or development.	UN Women programmes and projects may have failed to contribute to strengthening institutional and/or community capacity or, where appropriate, to strengthen local capacities for delivery of relief operations and/or for managing the transition to rehabilitation and/or development.	UN Women programmes and projects may have contributed to strengthening institutional and/or community capacity but with limited success.	Either UN Women programmes or projects have contributed to significantly strengthen institutional and/or community capacity as required or institutional partners and communities already had the required capacity to sustain programme results.

Criteria	(1) Highly unsatisfactory	(2) Unsatisfactory	(3) Satisfactory	(4) Highly satisfactory
5. Culture of results to improve development effectiveness				
5.1 Systems and processes for monitoring and reporting on programme results are effective.	There is an absence of monitoring and reporting systems programming. This would include the absence of adequate monitoring of outputs during the implementation of programmes, including in humanitarian settings.	While monitoring and reporting systems for programming exist, either they do not report on a regular basis or they are inadequate in frequency, coverage or reliability.	Monitoring and reporting systems for programming as appropriate are well established and report regularly.	Monitoring and reporting systems for the programme are well established and report regularly. The quality of regular reports is rated highly by the evaluation and results are reportedly used in the management of the programme.
5.2 RBM systems are effective.	There is no evidence of the existence of an RBM system for the programme and no system is being developed.	While an RBM system is in place, or being developed, it is unreliable and does not produce regular reports on programme performance.	An RBM system is in place and produces regular reports on programme performance.	An RBM system is in place for the programme and there is evidence noted in the evaluation that the system is used to make changes in the programme to improve effectiveness.

UN WOMEN IS THE UN ORGANIZATION DEDICATED TO GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN. A GLOBAL CHAMPION FOR WOMEN AND GIRLS, UN WOMEN WAS ESTABLISHED TO ACCELERATE PROGRESS ON MEETING THEIR NEEDS WORLDWIDE.

UN Women supports UN Member States as they set global standards for achieving gender equality, and works with governments and civil society to design laws, policies, programmes and services needed to implement these standards. It stands behind women's equal participation in all aspects of life, focusing on five priority areas: increasing women's leadership and participation; ending violence against women; engaging women in all aspects of peace and security processes; enhancing women's economic empowerment; and making gender equality central to national development planning and budgeting. UN Women also coordinates and promotes the UN system's work in advancing gender equality.



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